

Brookings Educational Programs for Government Executives 1975-76

Sixteenth year of the nationally recognized Brookings conferences designed to—

- increase government leaders' awareness of the national and international environment in which public policy issues are defined and resolved
- broaden their knowledge of domestic and international policy issues
- bridge gaps in perception between government and business
- contribute to problem solving in the public policy area

Advanced Study Program
THE BROOKINGS INSTITUTION

Washington, D.C.

CPYRGHT

Brookings Programs for Government Executives

The Brookings Institution's educational programs for government executives provide a unique form of executive development, through which more than 400 senior officials come together each year with scholars, government policy makers, corporate executives, and other national leaders who participate as visiting faculty and resource specialists. These activities are conducted in cooperation with federal departments and agencies, state and local governments, and major business firms by the Institution's Advanced Study Program, directed by Walter G. Held. Many are designed to give government executives opportunities to increase their understanding of significant public policy issues. Others provide neutral forums where government and business leaders can meet to explore the roles of government and business in contemporary society, or examine selected issues in public policy areas of mutual concern. In addition, shorter conferences offer alumni the opportunity to update and expand knowledge acquired in prior Brookings programs.

Conceptual Dimension in Executive Education

Conferences offered by the Advanced Study Program during 1975-76 will build on the pioneering approach to leadership education established by Brookings in 1959. Increasingly, government at all levels—federal, state, and local—recognizes the need for professional growth in its key executives. Such growth is essential if government leaders are to respond to the changing demands of our dynamic society. In addition to technical, administrative, and human relations skills, today's executive must possess conceptual skills—the least understood but most important area of growth for an executive. Conceptual growth reflects the executive's ability to understand the forces affecting his or her environment—to comprehend the interrelationships between government programs and social needs. It is essential in establishing objectives for and evaluating the results of government programs. The Advanced Study Program's conferences contribute to the conceptual growth of senior government executives by exposing them to a spectrum of ideas and analyses of public policy issues and encouraging them to form independent judgments.

Conferences for Senior Executives on Public Policy Issues

Six two-week conferences for senior government management and program executives will be conducted during 1975-76. Five conferences will be conducted in Williamsburg or Virginia Beach, Virginia; one will be held in the Denver/Colorado Springs area. They will provide opportunities for stimulating study, analysis, and discussion of major issues in public policy. Emphasis will be on the fundamental political, social, and economic factors that affect these issues and their resolution.

Each participant group comprises individuals who occupy positions of leadership in their respective governmental organizations. Participants are encouraged to share and critically examine their ideas and experiences on the subjects under study. Resource leaders from prominent academic institutions, government, the media, and other parts of the private sector serve as catalysts for each participant group, providing essential information, opening important issues, and advancing new perspectives. The sessions are informal and off the record in order to maximize the interchange of information and ideas. Conferences will be held on the following dates:

September 28–October 10, 1975

November 9–21, 1975

November 30–December 12, 1975

January 4–16, 1976

February 22–March 5, 1976

May 16–28, 1976 (Colorado)

The conference fee of \$1000 covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Federal executives should be in grades GS-16 to GS-18, or equivalent. GS-15s will be considered on an exceptional basis. Selected state and local government executives are also invited to participate.

SAMPLE PROGRAM:

Conference for Senior Executives on Public Policy Issues

February 16–28, 1975

Government in a Free Society

Harold W. Chase
University of Minnesota

The Court, the Constitution and Public Policy

Victor Rosenblum
Northwestern University Law School

The Dynamics of the Federal Decision Making Process

Fordyce W. Luikart
Brookings Institution

Is the Congress a Viable Institution?

D. B. Hardeman
Trinity College

Government and the Media

Peter Lisagor
Chicago Daily News

The New Federalism

James L. Sundquist
Brookings Institution

Economic Outlook 1975: Inflation, Recession, Manpower

Herbert Striner
University Research Corporation

The Energy Crisis: Where Do We Go from Here?

John C. Sawhill
Federal Energy Administration

New Policies for Urban Growth and Development

Leo Molinaro
American City Corporation

Labor, Technology and Public Policy

Gus Tyler
International Ladies' Garment Workers' Union

Energy and the World Economy

Edward R. Fried
Brookings Institution

Food-Population Equation

Milo Cox
Consultant in Agriculture

Law and Justice in an Urban Society

J. Woodford Howard
Johns Hopkins University

The Biological Revolution

James Goddard
Ormont Drug and Chemical Company

Ethical Issues in the Biological Revolution

Robert Veatch
The Hastings Center

The Natural Dimensions of the Environmental Crisis

William Cooper
Michigan State University

The Middle East—Prospects for Settlement

Richard Nolte
Institute of Current World Affairs

Domestic Trends and International Relations

Harry Schwartz
Former Member, Editorial Staff
New York Times

Executive Leadership Forums on Critical Public Policy Issues

These forums are designed to bring together senior executives from the federal government, business, labor, and the professions for the purpose of exploring problems and issues in two areas of national policy which are of critical importance to the nation's future. The four-day programs will be held at the Brookings Institution in Washington, D.C.; each forum is scheduled from Tuesday dinner through Friday luncheon. Registration will be limited to approximately thirty participants. The fee for each program is \$450 per participant and includes lodging, group meals, reading materials, and related educational costs. Nominees should be in grades GS-16 to GS-18 or equivalent. GS-15s will be considered on an exceptional basis. Forums are scheduled as follows:

Energy Policy: January 27-30, 1976

For senior executives concerned with energy supplies and costs. Discussion sessions will examine price trends, environmental constraints on energy supplies, linkages between economic growth and energy consumption, and choices between cost and assured domestic supplies in formulating national energy policies.

Health Care and Public Policy: May 11-14, 1976

For senior executives concerned with both short and long-range public policies related to health care. Sessions will focus on the possible effects of current and proposed public policies under consideration by the President and Congress.

Alumni Round Table on Selected Public Policy Issues

This round table will be held **December 9-12, 1975**. It is designed for executives who have previously participated in a Brookings educational program and desire to update and increase their knowledge and understanding of key public policy issues of current concern and importance. Sessions are organized around issues in economic policy, social policy, and international affairs. Held at the Brookings Institution in Washington,

D.C., the round table is scheduled from Tuesday dinner through Friday luncheon. Registration will be limited to approximately thirty participants. The fee for the round table is \$450 and includes lodging, group meals, reading materials and related educational costs.

Requests for information and nomination forms should be addressed to:

Director, Advanced Study Program
The Brookings Institution
Attn: Karen Horsley
1775 Massachusetts Avenue, N.W.
Washington, D.C. 20036
Telephone (202) 797-6272 or 797-6269

If enough nominations in excess of spaces available are received, additional programs will be scheduled.

About Brookings

The Brookings Institution is a nonprofit organization devoted to research, education, and publication in economics, government, foreign policy, and the social sciences generally. In its research, it functions as an independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and other activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision makers and affording scholars a better insight into policy issues. The Institution's Advanced Study Program is a unique educational organization devoted to public policy education of leaders in both government and business.

Douglas Dillon Chairman, Board of Trustees
Kermit Gordon President
Walter G. Held Director, Advanced Study Program

Special Programs for Problem Solving and Evaluation

In addition to its scheduled series of conferences, the Advanced Study Program conducts special programs at the request of federal agencies and the Congress. Some recent examples:

- **Seminars on public policy issues** for members of Congress and their staffs (sponsored jointly by the Congressional Research Service and Brookings)
- **A seminar on the economics of environmental protection** for senior officials of the Environmental Protection Agency
- **Conferences on environment and development** for senior policy and program officials of the Agency for International Development
- **A series of seminars on current federal program and management issues** for mid-career federal executives selected to participate in the Federal Executive Development Program sponsored by the Office of Management and Budget and the Civil Service Commission
- **Seminars on developments in science** for members of Congress and their staffs (sponsored jointly by the American Association for the Advancement of Science and Brookings)

Conferences on Business in Contemporary Society

Four one-week conferences are held in selected cities in which the corporate offices of major U.S. business firms are located. The conferences are designed to broaden perspectives on the role of business in American society and on the international scene.

Senior federal executives meet with the officers of nine or ten leading corporations to explore the philosophy and operations of the corporation, the development and execution of corporate policies, the responsibilities, motivations, and outlook of corporate officials, and the impact of government on the private sector of the economy. Supplementing this first-hand exposure to the world of corporate management are occasional dinner sessions with thoughtful observers of economic, social, and political trends in contemporary society.

Preparatory readings are a part of the program but the heart of the educational process is informal and frank discussion. Dates and locations of the 1975-76 conferences are as follows:

October 19-24, 1975
Boston

January 25-30, 1976
San Francisco

March 28-April 2, 1976
New York City

May 23-28, 1976
Chicago

The conference fee of \$500 covers tuition, reading materials, group meals, and related educational costs, excluding lodging and travel to and from the conference city. Nominees should be in grades GS-16 to GS-18, or equivalent. GS-15s will be considered on an exceptional basis.

SAMPLE PROGRAM: Conference on Business in Contemporary Society

Dallas/Houston, February 2-7, 1975

The Social Responsibility of Business

James W. McKie
Dean, College of Social and Behavioral Sciences
University of Texas

Neiman-Marcus

The Neiman-Marcus image, management, and merchandise programs

Chairman Marcus
and senior officials

A Philosophy of Labor

John R. Rooney
United Steel Workers of America

Dr. Pepper Co.

Overview of the soft drink industry, with discussion of ecology, environmental concerns, advertising, and marketing

Chairman Clements
and senior executives

Braniff Airways, Inc.

Problems of the airline industry, present and future

Executive Vice President Casey
and other corporate officials

Tenneco Inc.

Examination of the energy situation and the "North Star" project

President Scott
and senior executives

Shell Oil Company

International energy interdependence, the consequences of regulation, and management organization

President Bridges
and corporate executives

Exxon Company, U.S.A.

Discussion of management philosophy, human resources, and meeting the nation's energy needs

Vice President Dennstedt
and corporate colleagues

First City National Bank of Houston

Role of a regional bank holding company, and problems and opportunities of the banking industry

Chairman Elkins
and other bank officials

Management in Local Government

Louie Welch
President, Houston Chamber of Commerce
(former Mayor of Houston)

Houston Lighting & Power Company

Analysis of the energy situation, environmental considerations, and HLP's financial status

President Jordan
and senior executives

Conferences for Science Executives on Issues in Science and Technology

Four six-day conferences for senior scientists, administrators of government science programs, and engineering executives will be conducted in Williamsburg or Virginia Beach, Virginia, during 1975-76. These conferences explore numerous aspects of the relationships of science and technology to public policy.

Each participant group is composed of senior science executives in government whose professional backgrounds range over the biological, engineering, medical, mathematical, physical, and social sciences. The conferences give them an opportunity to meet in an educational setting—free of operational stresses—to reflect on and discuss national science policy and American society. Nationally prominent academicians and leaders from public and private life serve as speakers and resource persons. Each session is off the record and encourages an exchange of ideas drawing on participant knowledge and experience, analysis of background readings, and views of the speaker. Conferences will be held on the following dates:

October 19-24, 1975

November 16-21, 1975

February 1-6, 1976

March 7-12, 1976

The conference fee of \$550 covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Nominees should be in grades GS-16 to GS-18 or equivalent. GS-15s will be considered on an exceptional basis.

SAMPLE PROGRAM:

Conference for Science Executives on Issues in Science and Technology

March 9-14, 1975

A Congressional View of Science and Technology

Hon. Charles A. Mosher
U.S. Representative (13-Ohio); Member, House Science and Astronautics Committee; and Member, House Merchant Marine and Fisheries Committee

Democratic Government in a Technical Age

Harold W. Chase
Professor of Political Science, University of Minnesota

Technology, Labor Trends, and Public Policy

Gus Tyler
Assistant President, International Ladies' Garment Workers' Union

Economics as Science: Present and Future

Herbert Striner
President, University Research Corporation

Science and Technology: Ethical Issues

Harmon L. Smith
Professor of Moral Theology, Duke University Divinity School

Drugs and American Society: Current Issues and Future Policy Dilemmas

James L. Goddard
Chairman, Orlmont Drug and Chemical Co.; former U.S. Commissioner of Food and Drugs

Urban Growth and Change:

Technology and Applied Science
Leo Molinaro
President, The American City Corporation

The Natural Dimensions of the Environmental Crisis

William E. Cooper
Population Ecologist, Michigan State University

The Environment: Population and Quality of Life

Professor Cooper

Exponential Growth, Big Science, and a Saturated Economy

Derek de Solla Price
Avalon Professor of the History of Science; and Chairman, Department of the History of Science and Medicine, Yale University

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Executive Register

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The Brookings Institution

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OTR Register

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May 12, 1975

The Honorable William Colby
Director of Central Intelligence
Washington, D. C. 20505

Dear Mr. Colby:

I am writing to invite you to nominate senior officials on the staff of your agency to participate in the Institution's educational conferences during 1975-76. These programs will build on the approach to leadership education pioneered by Brookings some sixteen years ago.

The following series of programs will be conducted during 1975-76:

Conferences for Senior Executives on Public Policy Issues offer opportunities for senior officials to strengthen their leadership abilities through intensive analysis and discussion of important issues in national and international policy.

Conferences on Business in Contemporary Society are designed to increase the Federal executive's understanding of business management and operations and to bridge gaps in perception between government and business.

Conferences for Science Executives bring together senior scientists from diverse backgrounds to explore numerous aspects of the relationships of science and technology to public policy.

Executive Leadership Forums on Critical Public Policy Issues are designed to bring together senior executives from the Federal government, business, labor, and the professions for the purpose of exploring problems and issues in areas of national policy which are of critical importance to the nation's future.

An Alumni Round Table on Selected Public Policy Issues is designed for executives who have previously participated in a Brookings educational program and desire to update and increase their knowledge and understanding of key public policy issues of current concern and importance.

Information about each series of programs is contained in the enclosed brochure--including dates, locations, fees, sample schedules, and eligibility requirements. We are particularly eager to receive nominations of women and

members of minority groups. Fees do not meet the entire costs of these programs and Brookings will continue to provide the necessary subsidy from its own funds.

We hope that a sizable number of your senior officials will be able to take advantage of these executive education programs, and will appreciate receiving your nominations by August 1, 1975.

Sincerely,



Kermit Gordon
President

Enclosure

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